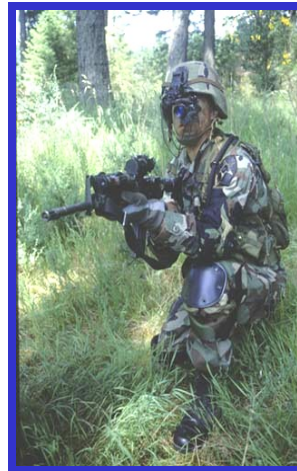


AN ARMY OF ONE



Deputy Chief of Staff, G-1

Personnel Transformation



***Ms Lois Hickey
Director, DCS,
G1***

***"What we do does not change. How we do
them does"***

Purpose: Provide a HQDA overview of current and future Personnel

Transformation efforts

- **Vision, Tenets & Framework**
- **Products & Organization**
- **Personnel Enterprise System**
- **Force Structure**
- **Manning**
- **Well-Being**
- **Training & Leader Development**
- **Civilian Workforce**
- **National Security Personnel System**



The Army Vision

"Soldiers On Point for the Nation"

People

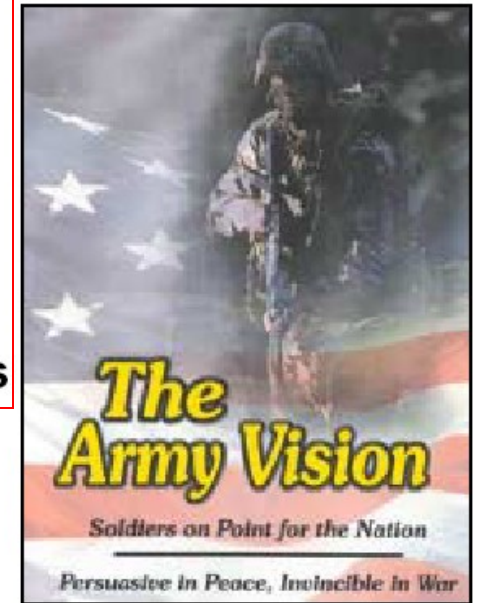
- Soldiers -- Centerpiece of our formations
- Train Soldiers and grow leaders
- Leadership is our stock-in-trade
- Well being -- investment in Nation's security -- for soldiers, civilians, retirees, and their families

Readiness

- Top priority
- Must maintain non-negotiable contract-- to fight and win the Nation's wars as we transform
- Support National Military Strategy-- meet JSCP and CINC** requirements

Transformation

- More strategically responsive and dominant at every point on the spectrum of military operations

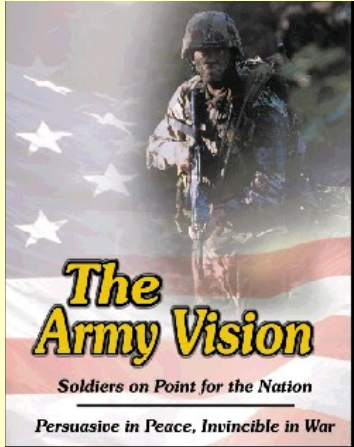


"Persuasive in Peace, Invincible in War"

**** New term is Combatant Commander**



Transformation of the HR Community



- People
- Readiness
- Transformation



G-1 Vision:

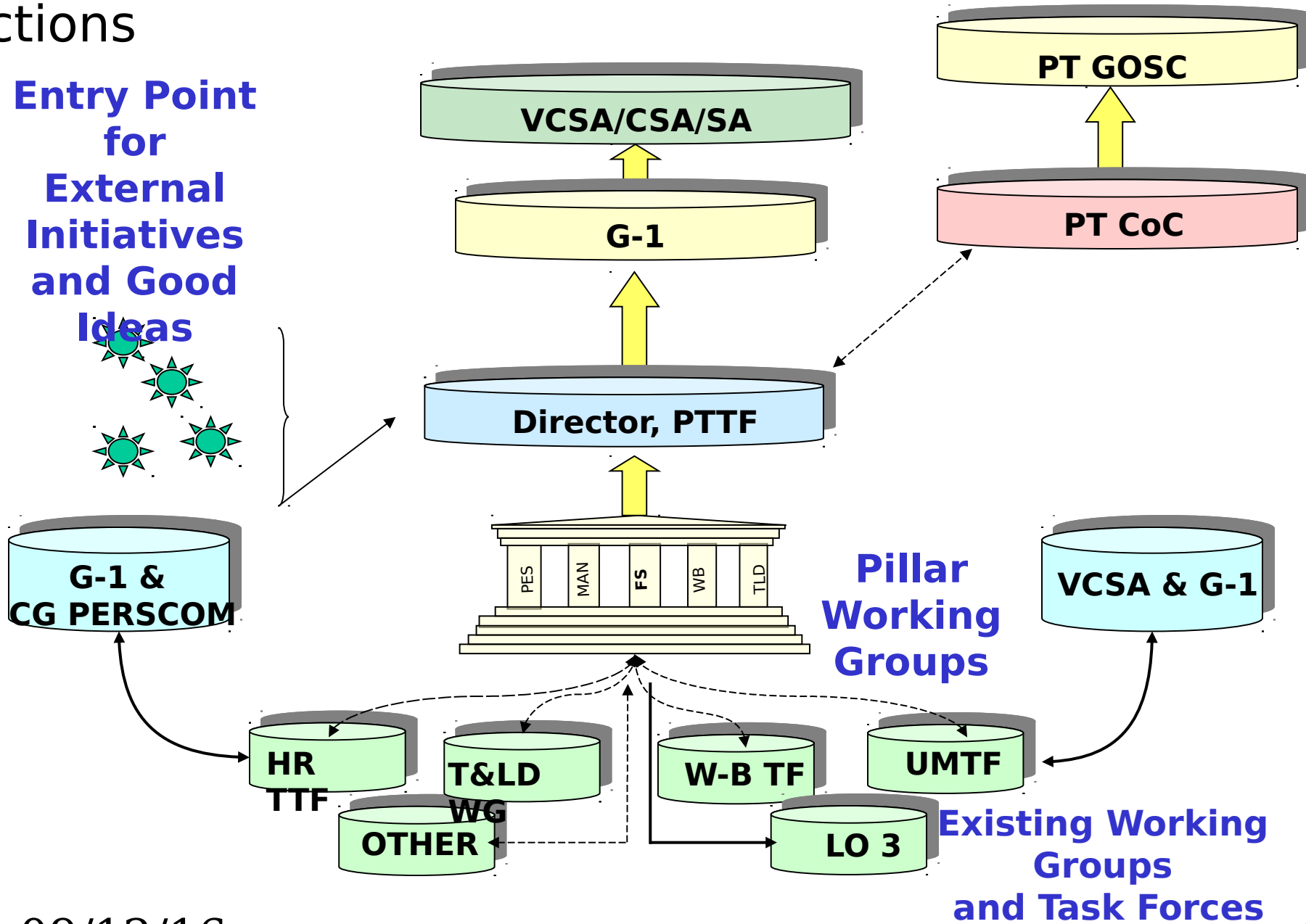
A comprehensive and integrated Human Resource capability that enables the manning, readiness and well-being of the Army through transformed programs, policies, processes, procedures and IT systems

Personnel Transformation Tenets

- A strategy and holistic approach to ensure all HR life cycle functions, policies, programs, and systems are improved and in place to support the Army's Current, Stryker, and Objective Forces
- Transform new business processes and procedures into a modern, responsive and timely HR System that enhances the manning, readiness, and well-being of the Army
- A comprehensive enterprise effort for all HR policies and functions
- Not a stand-alone system - Develop integration with Active, National Guard, Reserves, Civilian personnel and other DoD and Service elements in wartime, peacetime, active, or inactive status
- Ensure a single, comprehensive, and authoritative source

Integration of All Personnel Transformation Related Actions

**Entry Point
for
External
Initiatives
and Good
Ideas**



Personnel Transformation Successes so far...



- **2xCitizen AR-PERSCOM** - AR-PERSCOM's advanced web interface allows soldiers to view official military personnel file (OMPF) items, personal information, change address online, etc.



- **Official Military Personnel File (OMPF) On-Line** - Through the Army Knowledge Online (AKO) portal, soldiers can read their files

F2F

- **Field-to-File** - A companion to OMPF On-Line that allows soldiers to directly update their OMPF

- **Assignment Satisfaction Key** - Allows Active Component soldiers to post assignment preference information directly to the Total Army Personnel Database (TAPDB)

- **Soldier Assignment Model** - Allows assignment managers to match NCO requirements with eligible volunteers

SAM

- **Tactical Personnel System** - aids personnel accountability and manifesting in a deployed theater

TPS

Personnel Transformation Successes so far...

PERSTEMPO • PERSTEMPO - Tracks soldiers eligibility for special per diem

PERSCOM
Online

- PERSCOM Online - PERSCOM's web interface with the field



- Army Knowledge Online (AKO) - A strategic transformer for the Army and a key component of Personnel Transformation

On the Way...

eMILP
O

- eMilpo - The user interface for the web enabling of SIDPERS-3 functions

DIMHRS

- DIMHRS - (the Defense Integrated Military Human Resources System) Unclassified single, integrated system for all Department of Defense (DoD)

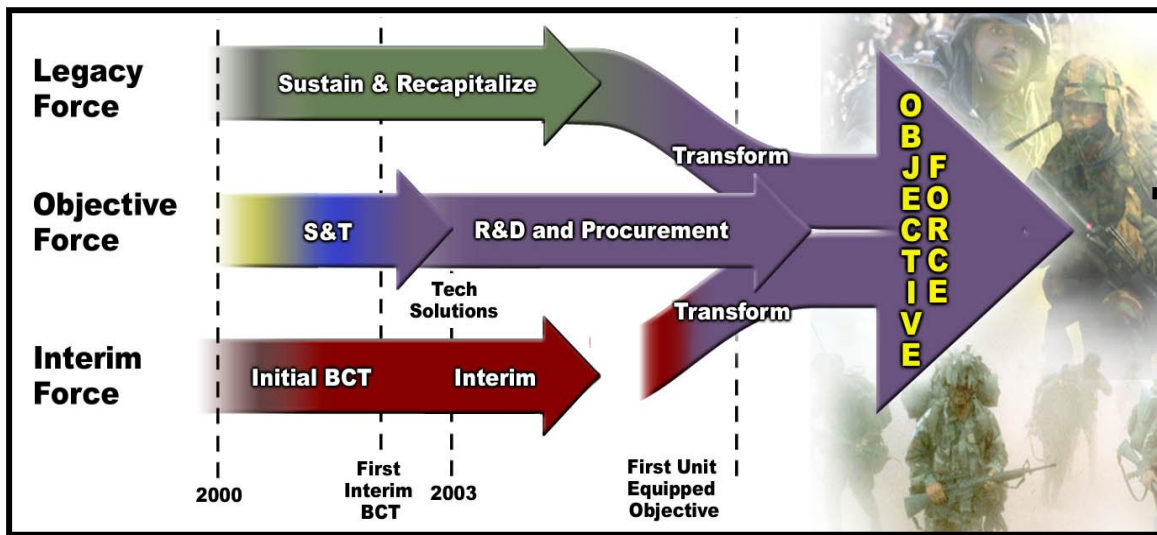
Army eHR
LAB

HR
Workforce
Realignment

- **Army exploration of PeopleSoft modules to replace legacy systems not subsumed by DIMHRS**

08/13/16

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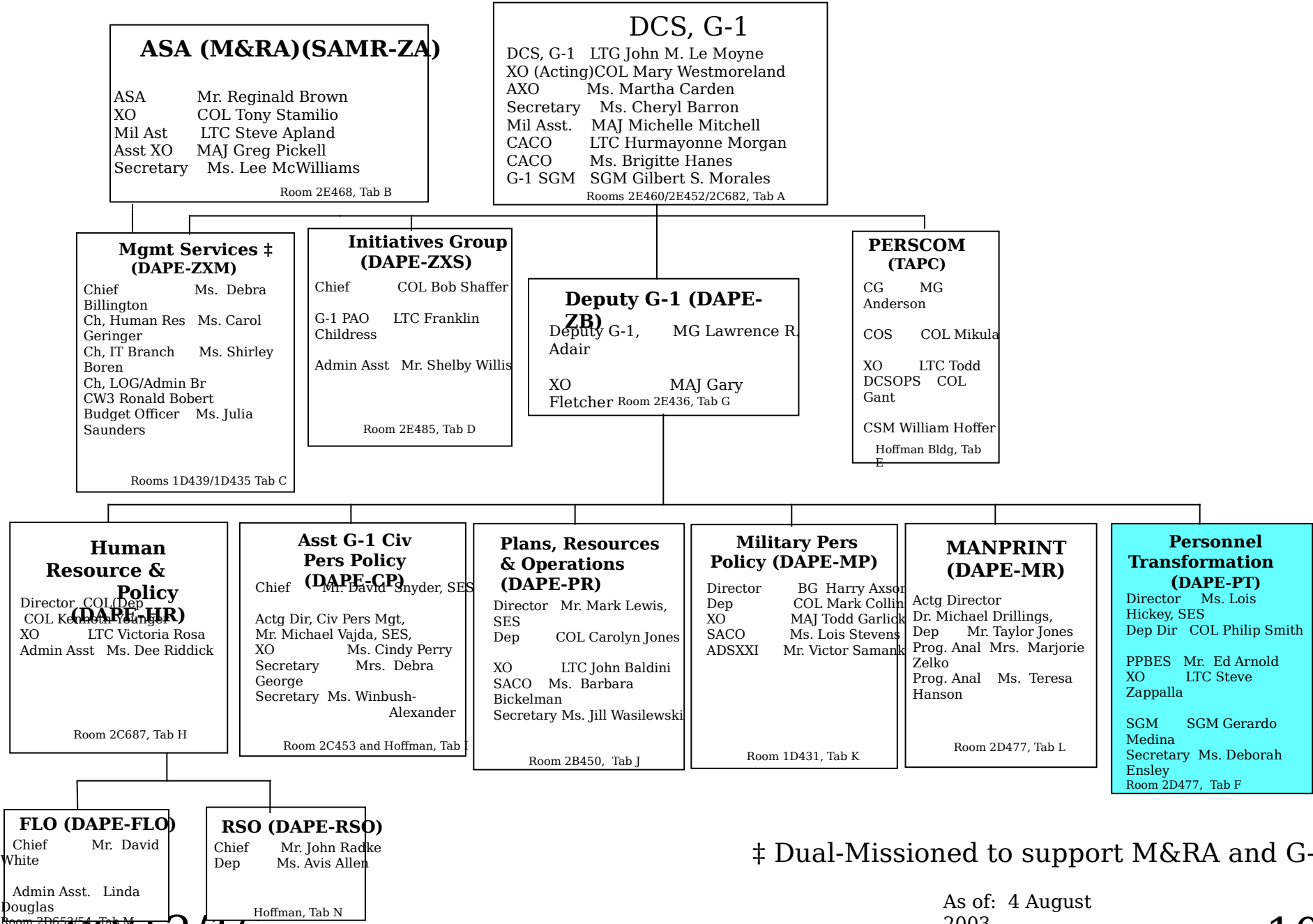


Transformation Campaign Plan

TCP Lines of Operation



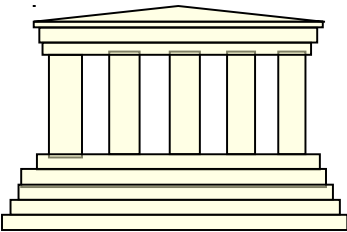
Deputy Chief of Staff, G1



‡ Dual-Missioned to support M&RA and G-1

Integration of Personnel Transformation into Army Transformation

Goal: Identify tasks, eliminate gaps and redundancies, synchronize efforts, identify resource requirements, keep visibility of status; update planning documents.



Personnel Transformation Pillars Working Groups

Goal: Sync. efforts across pillars and functional proponents

Director, PTTF (Monthly)
Deputy G-3 (Bi-Monthly)

Goal: Inform; azimuth check; functional

P.T. Council of Colonels (Quarterly)

Goal: Define strategic vision; ensure sync.

EOH

FISO Council of Colonels & FISO GOSC

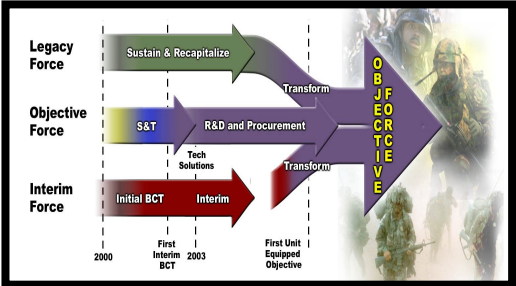
OR

P.T. GOSC (Quarterly)

M&RA/G1/G3
(Coord: G8 & ABO)
TCP

P.T. Success depends on inclusion in Key Army Plans

- OF White Paper
- Total Army Analysis
- POM The Army Plan
- Army Trans Road



Army Personnel Transformation

MANPRINT, Research (ARI) & Public Affairs

Per. Enterprise System
(G-1 Ms. Hickey)

Force Structure
(G-3 w G-1 Spt)

Manning
G-1
Mr. Lewis / BG Axson

Well-Being
G-1 (COL (P) Flowers)

Training & Ldr. Develop.
(G-3 & TRADOC w G-1 Spt)

Empirically-
Based

Redesign Per.
Units & MOS

Recruiting
Models

Family Programs
Domestic Violence

Operational
Indiv vs. Unit

polices
Predictive
Analytics

Reachback;
Reduced footprint

Unit Manning /
Rotation/Readiness

Employment &
Ed. Opportunities

Institutional
eLearning, OES
& NCOES

Army eHR, (DIMHRS
& Army specific

HR Equipment
Documentation

Civilian Strategic
Army Workforce

Housing / MWR

Self-Development
360° Tool &

Unobtrusive
Record-keeping

Combined PERSCOMs

Retirement
Options

Command
Programs

Mentoring
Values & Culture

Common architecture
Network-centric

Workforce Mix / 3rd Wave

Employer Support
For Guard & Reserve

Pay/Health

OSD goal: 3 mo. max residence
Officer/NCO courses

All pillars include Active, Guard, Reserve, Civilian Personnel, and Contractors.

Personnel Enterprise System

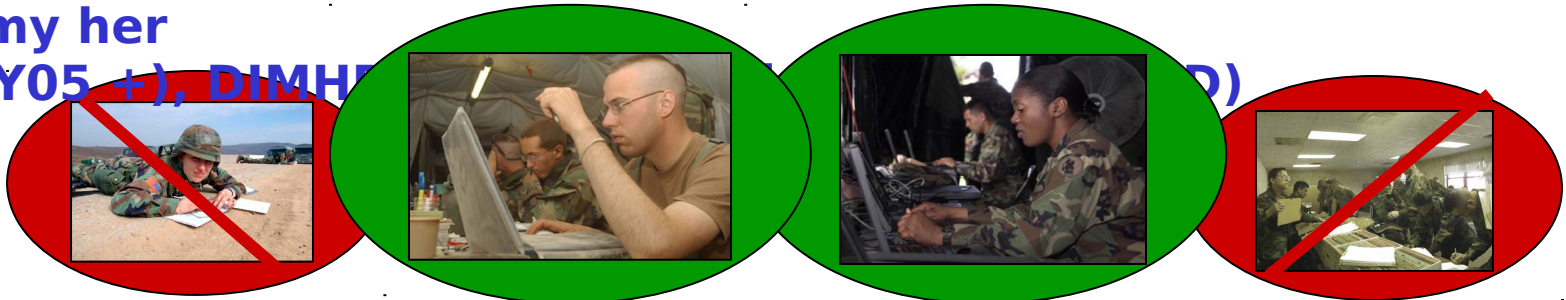
WHY:

- Enabler for personnel community to reduce its battlespace footprint
- Sustain personnel combat power (e.g., strength accountability)
- Provide the Enterprise solution - personnel & pay, multi-COMPO, joint...
- Streamline processes, provide workflow

WHAT:

Robust analytics, reduce decision cycles
Eliminate redundant data input, unify databases, reduce 200 + personnel enterprise systems (Army eMHR) conversion of 200 + systems into a single, web-based, enterprise personnel and pay system with common architecture and software with standard data definitions

- Includes near term: eMILPO (1 Aug 03), PERMS (AC completed, RC still working), Field to File (functional now)...
- Followed by DIMHRS Pers/Pay (FY04, but looking at FY05), Army her (FY05 +), DIMHRS (FY05 +), DIMHRS (FY05 +)



Force Structure

WHY:

- Reduce personnel footprint in the battle space
- Streamline command and control structure
- Realign organizations with the arrival of new technology (e.g., workflow and redesigned processes)
- Ensure critical battlefield functions can be accomplished (e.g. strength accounting, replacement operations, essential personnel services,



WHAT:

- Restructuring our personnel organizations and workforce to be ready and waiting for arrival of the Objective Force
- New Personnel Companies and Battalions supporting Corps and below - FY08
- Eliminating Theater PERSCOMs (developing new replacement structure)
- PERSCOM & ARPERSCOM begins merging into HR Command starting O-100
- Consolidating LSCs into MOS starting O-100



Manning

WHY:

- Posture the Army personnel system to meet demands of the 21st Century
- Improve how we manage, retain and develop our workforce
- Enhance the overall readiness of the force through stabilization and providing opportunities to workforce to develop and advance

WHAT:

- Comprehensive evaluation of all strategic manning policies that impact how we manage our people throughout the personnel life-cycle
- Unit Manning: SBCT in Alaska in FY04, then Army-wide
- Recruiting: multi-COMPO, increased point-of-sale choices
- “Continuum of Service”: effectively employ our force, active and reserve, across the full range of operational requirements
- Civilian Personnel Management: - broad Pay Bands - (Pay linked to performance, contributions, and competencies)
- Army workforce Central Management: assignments, training and education, promotions (Consolidated Report (including military) - Oct 03)
- Army Civilian Leader Corp (ACLC): establishes career tracks & process for central management (Institutional Support, Logistics, Info Tech, Science & Engineering, Medical Support...)

Well-Being

WHY:

- Ensure soldiers & their families enjoy a quality of life commensurate with that enjoyed by most Americans.
- Provides the vehicle to focus on and resource quality of life as a priority.

Holistic view of well-being programs across the army

- Institutionalize well-being by Sep 03
- Embed well-being in PPBES and across the PEGs
- Integrate well-being across multiple proponents; e.g., G-1, OTSG, ACSIM, etc.
- Improve: health-care infrastructure, community recreation programs & facilities
- Eliminate inadequate barracks & family housing
- Conduct comprehensive legislative & policy review
- Spouse employment: partner with industry for jobs & with DOD for a spouse employment pilot; increase opportunities through programs and legislation
- Establish reliable feedback mechanism on effects of well-being

Training & Leader Development

WHY:

- Enhance soldier and leader development and improve individual, unit, and organizational readiness.

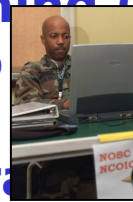
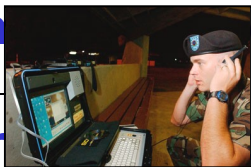
WHAT:

- **Implementation of 232 ATLDP recommendations will improve Officer, Warrant Officer and NCO training and leader development**
- **Improvements in efficiency reports, promotion boards, guides, counseling aides, selection boards, training management process helping to improve readiness**
- **Assess 232 ATLDP recommendations and their impact on Unit**

Manning / Rotational Manning (UM/RM). Most

recon

- **Incor**



Well-Being End-State

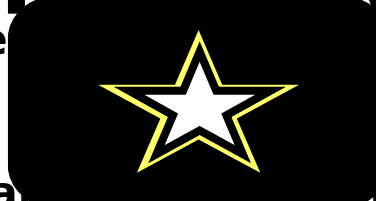
An **integrated system** of **Well-Being initiatives** that:

- recognizes the **institutional needs** of The Army cannot be met without fostering self-reliance and meeting the **personal needs** and aspirations of its people;
- is **designed** and **resourced** to successfully account for the dynamic nature of The Army's **operational challenges** and America's **societal changes**;
- **maximizes outcomes** such as performance.



Some Specific Means

- **Create a Cultural Change within The Army**
 - Synergy of Well Being Programs
 - Well-Being Structure
- **Improve Army Retention Dynamics**
- **Meet Objective Force Needs**
- **Army Competitive Edge in Accessions**
- **Senior Leaders Holistic Decisions on Well-Being Budget & Programs**
- **Total Constituent Representation**



Army Civilian Leader Corps (ACLC)

➤ **Career Tracks**

- ❖ **Institutional Support**
- ❖ **Logistics & Acquisition Management**
- ❖ **Information Technology**
- ❖ **Science and Engineering Management**
- ❖ **Medical Support**

Investing in People

**Building Tomorrow's
Civilian Force**

➤ **Central Management**

- ❖ **Selections** (*boards*)
- ❖ **Assignments** (*assignment counselors*)
- ❖ **Training & Development Account (T&D)**
- ❖ **Planned development** (*degrees/assignments*)
- ❖ **Incentives** (*hiring/performance*)
- ❖ **Mobility** (*global/broader experience base*)

**GS-12 and Above
Supervisors
Leaders
Managers**

**The Blueprint to Maximizing
Potential . . .**

National Security Personnel System (NSPS)

Overview

- Provides flexibility to manage DoD civilians--according to mission
- Preserves civil service principles and veterans' preference--in law
- Respects bargaining--in law
- Implements long-tested DoD flexibilities via DoD Best Practices Initiative

What's Next

- Congressional Committees considering the language
 - ❖ Senate -
 - ✓ S1050 Silent on the provisions except personal services contracts
 - ✓ S1166 Offered by Senator Collins contains provision that limit flexibility
 - ❖ House - HR 1588 would provide most flexibility
- Five Hearings have been held; potential enactment this Fall
- Implementation over 2-year period

NSPS: Key Provisions of HR1588

- **OPM and DoD develop system together; DoD has override in areas of national security with Presidential decision**
- **Bargaining at the National Level**
 - ✓ 30-day for unions to review
 - ✓ If no agreement on language, additional 30 days of discussions with potential involvement of Federal Mediation and Conciliation Service
 - ✓ If no agreement, Congressional 30-day implementation delay
- **Performance Management System contains GAO recommended criteria**
- **Voluntary early retirement & separation incentives including installment payments for both RIF and restructuring**
 - ✓ \$25,000 payment
 - ✓ Reemployment restriction
 - ✓ VERA rules - 50 years old with at least 25 years of service

NSPS: Key Provisions of HR1588

(Cont.)

- **Dual comp waiver for re-employed annuitants**
- **Attracting highly qualified experts**
 - ✓ **Basic pay limited to Senior-level pay**
 - ✓ **Appointment for up to 5 years (1 year extension)**
 - ✓ **Bonus - up to \$50,000 or 50% of basic pay**
- **Employment of older Americans**
 - ✓ **No impact on retirement**
 - ✓ **Two-year appointment**
- **Special pay and benefits for certain employees outside the US**
- **Personal Svcs Contracts - moved to acquisition section of transformation proposal**
- **Waiving Chapters: Classification; Pay Rates and Systems; Pay Admin; Premium Pay; Labor-Management Relations; Adverse Actions; Appeals**
- **Personnel Management Flexibilities regarding recruitment, reassignment, promotion and retention**



**Support to the
Warfighter**

Backups

Army Training & Leader Development Panel

(ATLDP- Civilian Study)

- Gathered input from over 40,000 civilians & soldiers (include SES and GO) via written and on-line surveys, focus group sessions & interviews
- Major Recommendations:
 - ✓ Moving proponency for civilian leader development from G-1 to G-3
 - ✓ Civilian Advisory Board (Civilian Advocate to CSA)
 - ✓ Civilian Education System (CES) vs. current system
 - ✓ Broader Deeper Career Management System
- All recommendations approved for work by the Implementation Process Action Team (IPAT)
- Final report posted on the Army homepage
- IPAT convened at Ft Belvoir, VA - 5-17 Apr 03

Strategies for Workforce Replenishment

- Continue to seek statutory hiring & pay flexibilities
- Implement ATLDP recommendations
- Implement ACLC (Army Civilian Leader Corps)
- Ramp intern program to 1900+ and execute fully
- Fund apprentice programs where Army needs the skills (e.g., welders)
- Monitor intake to balance workforce age

Transforming the Civilian Workforce

Current

Antiquated Systems

- Rigid Job Classification and Compensation

- Limited

Hiring/Selection Authorities

- Stove-piped Development of Army Civilians

Needed

- Pay linked to
 - Performance
 - Contributions
 - Competencies

- Competitive Hiring Capabilities

- Broad Track Civilian Leader Development Programs

Proposed

HR Systems

- Broad Pay Bands
 - Flexible Compensation
 - Rank in Person

- Responsive Recruitment Rules
 - Direct Hire Authority
 - Eliminate Rule of Three

- Army Civilian Leader Corp (ACLL) Central Management
 - Assignments
 - Training & Education

Well-Being in 2015 (Draft

Characteristics)

- **“Program Management” must refocus on all 8 constituents**
- **“Program Delivery” must become community focused - both on & off installations**
- **“Program Effectiveness” must meet Army’s institutional needs**
- **Predictive capabilities in meeting changing societal needs**
- **Information-centric operations**
- **“Program Effectiveness” tied to Readiness**
- **Seamless APF & NAF budget support to appropriate People**

Programs

- **Able to quickly reprioritize and reallocate resources across all**

People Programs

- **Increased effectiveness in programs provided to all constituents**
- **Know current status and effectiveness of all WB programs at any**

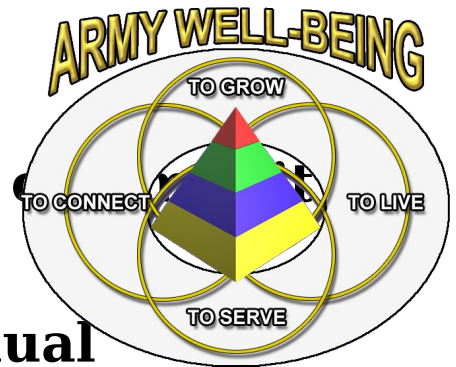
Army Well-Being

The **personal** -- physical, material, mental, and spiritual -- **state** of **Soldiers, retirees, veterans, civilians**, and their **families** that contributes to their **preparedness to perform and support the**

Army's mission.

- Holistic, systems approach utilizing standards, metrics and performance measures

- Strategically encompasses the entire Army
- Focused on Readiness...Self-Reliance
- Acknowledges the entire breadth of individual aspirations



- Oriented on consistent standards...measure effect, not

